# Government of Nunavut

**2005-2006**

**Public Service Annual Report**

In accordance with Section 3(2) of the Public Service Act, I have the honour to submit the Public Service Annual Report for the period April 1, 2005 to March 31, 2006.

Respectfully Submitted,

The Honourable Louis Tapardjuk
Minister of Human Resources

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# 1. Message From the Minister

The Government of Nunavut (GN) is pleased to provide an update on its 7th year of service. Guided by *Article 23* of the *Nunavut Land Claims Agreement*, commitments outlined in *Pinasuaqtavut*, as well as the legislative authority of the *Public Service Act*, the GN continues to demonstrate its commitment to achieving excellence in the development and management of its public service.

The 2005-2006 Public Service Annual Report provides information on our GN workforce. It also highlights many of the year's accomplishments that support our legal obligation under *Article 23* of the *Nunavut Land Claims Agreement* to build a public service that is representative of its population.

Through effective and efficient human resource development and management, the GN is committed to developing a competent and qualified public service that is representative of the public it serves. The GN is committed to providing access for beneficiaries to positions and proactive staffing processes are provided to ensure that this occurs. A review of the Priority Hiring Policy was completed in October 2005. Cabinet approved the extension of the policy to 2009, with an interim review to be conducted in 2007. In addition, the Department of Human Resources is piloting a project with the Nunavut Skills Development Data Base (Employment) to improve accessibility to casual employment opportunities for residents of Nunavut in their respective communities.

In our ongoing commitment to *Pinasuaqtavut*, and to demonstrate leadership, we continue to apply *Inuit Qaujimajatuqangit* (IQ) (Inuit societal values) as the foundation of human resource policies and workplace practices. An IQ Committee has been created to look at annual planning that would outline monthly events based on Inuit guiding principles. Some events will include guest speakers who will share best practices that departments are implementing in their workplace. This is in keeping with the collaborative approach that fosters support for a common purpose.

The Inuit Employment Planning division has proposed the concept of an Inuit Peer Group program to the Tuttarviit Committee to be initiated this fiscal year. The expectation of implementing Inuit Peer Group programs is to help to create a positive office atmosphere consistent with Inuit societal values through IQ within the workplace, as well as to improve employee retention and increase workplace productivity within the Goverment of Nunavut.

Demonstrating our commitment to *Ilippallianginnarniq* (Continuing Learning), the Department of Human Resources continues to improve the content of existing training and development programs and to expand the number of programs offered across the GN in areas such as cultural, employee, and management orientation, Inuktitut / Inuinnaqtun language training, internships, accredited programming, and skills-based courses and workshops.

I would like to commend all GN staff who continue to demonstrate excellence in the public service by providing timely and effective service to Nunavummiut.

I hope you will find the 2005-2006 Public Service Annual Report interesting and informative.

## Note:

The sources of all statistics in this report are from data collected by the Department of Human Resources and payroll data from the Department of Finance. Workforce statistics do not include casual employees.

This report provides statistics and information from the ten Government of Nunavut departments (as of March 31, 2006), the Nunavut Housing Corporation, Nunavut Arctic College, and Qulliq Energy Corporation.

# 2. Inuit Employment Plan

The Inuit Employment Planning division (IEPD) is responsible for providing leadership and supporting initiatives that seek to increase Inuit beneficiary employment to a representative level in the Government of Nunavut. Its functions include: collecting information and analysis related to beneficiary employment representation; monitoring departmental compliance to *Article 23* obligations, including leading in the development and delivery of Inuit Employment Plans (IEP) for each government department and agency; and providing regular reporting on gaps, variances, and barriers. The division also provides research into recruitment and retention strategies and prepares a quarterly report entitled *"Towards a Representative Public Service,"* which details how many beneficiaries are employed by the Government of Nunavut. The most recent report is available on the Government of Nunavut web page (www.gov.nu.ca) under "Public Documents."

Overall beneficiary representation in the Government of Nunavut increased to 48% in March 2006 from 46% in March 2005. Beneficiary representation was highest in Administrative and Para-professional positions. Senior management, middle management, and professional categories had the lowest representation.

## Inuit Employment Plan Implementation Strategy

The fundamental elements of the Inuit Employment Plan were set out in *Article 23* of the *Nunavut Land Claims Agreement* (NLCA). The plan establishes defined targets and timelines for reaching an achievable level of beneficiary representation in the public service over the next 5 years. Government departments, including the Department of Human Resources, are presently reviewing the Plan to identify priorities and Government of Nunavut-wide initiatives, taking into consideration the challenges of current funding. This document will be tabled in the Legislature in the winter of 2007.

## Article 23 Bilateral Working Group

Under the *"Iqqanaijaqatigiit – Working Together"* protocol, the Government of Nunavut and Nunavut Tunngavik Incorporated (NTI), continue to work cooperatively on issues of mutual concern. The purpose of the bilateral working group is to provide recommendations and advice to the Government of Nunavut and NTI on matters related to increasing Inuit employment in the Government of Nunavut.

## Priority Hiring

In support of the goals of *Article* 23 of the *NLCA*, priority consideration is given to beneficiary candidates in the hiring process. In order to achieve this objective, various steps are taken and new initiatives are introduced. Beneficiaries are encouraged to apply and given higher priority in the employment of permanent employees, casual employees, and summer students.

Job opportunities are broadcast on local radios and cable television, which is a more effective medium in geographically remote communities. In addition, the standard methods of job posting in newspapers, bulletin boards, job-sites, and the government website continue to be used.

During the screening process, beneficiary candidates are screened and interviewed first, prior to the screening of applications from non-beneficiary candidates. Other candidates are processed only when no suitable beneficiary candidates are found.

## Summer Student Employment Equity Program

The Government of Nunavut's Summer Student Employment Equity Program is designed to provide opportunities for secondary and post-secondary Nunavummiut students to explore different types of work and to gain meaningful job experience within the Nunavut public service. It is an integral part of the development of our youth and orients them to the work of the government.

The objectives of the program are:

- To encourage the departments and agencies of the Government of Nunavut to hire students in order to develop a pool of qualified candidates for future public service appointments.

- To provide employment opportunities for students that will:
  - enrich their academic programs;
  - help fund their education and encourage them to complete their studies;
  - develop their skills and improve employability after graduation;
  - offer insight into future employment opportunities; and
  - help them evaluate their career options within the territorial public service.

The program also includes orientation, mentorship, and evaluation components to ensure that students are provided with the necessary support and development to ensure success on the job. The program attempts to balance the priority hiring of student beneficiaries with the needs of non-beneficiary students.

The Government of Nunavut's Summer Student Employment Equity Program is designed to encourage Nunavut youth to continue with their education and provide students with meaningful summer work placements within the government.

The 2005 program saw a total of 144 students participate in the program (74% of whom were beneficiaries). In addition to the consistent application of the Priority Hiring Policy, priority placement was given to Nunavut high school and college students, as well as Nunavummiut who are studying in post secondary institutions outside of the territory.

## *"Sivuliqtiksat"* - Senior Management Development Program

*Sivuliqtiksat* is a Government of Nunavut internship program that is designed to provide professional development opportunities to Inuit and to assist Government of Nunavut departments in meeting their *Article 23* targets. The focus of the program is on training Inuit in leadership positions within the Government of Nunavut – at the director, manager, and program coordinator level. In 2005, the Department of Human Resources supported a total of 14 positions in the program, which is open only to beneficiaries of the *NLCA*.

Since the program's inception in January 2003, a total of 28 interns have been hired and 7 have graduated from the program and assumed their target positions. At the end of March 2006, 6 interns were in the program, an additional 6 interns were hired with start dates of April/May 2006 and 2 positions were in the interview stage.

*Sivuliqtiksat* interns complete their learning plan objectives through on-the-job training, completion of distance education courses, and participation in formal classroom learning. Orientation, mentoring, and work exchange assignments are also components of this program. Each intern is assigned a designated trainer for the duration of the program. Interns who successfully complete the program are appointed to their target positions.

A group learning workshop entitled *"Leadership and Inuit Qaujimajatuqangit Guiding Principles"* was developed by the Department of Human Resources for the *Sivuliqtiksat* program and was delivered in March 2006. The workshop was facilitated primarily in Inuktitut and contained such topics as: the qualities of an effective leader; leadership terminology; leadership then and now; and dealing with conflict. Inuit leaders, including Elders participated in the workshop.

## Nunavut Advanced Management Program

In 2004-05, the Department of Human Resources partnered with Kakivak Association, a regional Inuit development association, to deliver the 10-module Nunavut Advanced Management training program for employees interested in developing their management skills. Saint Mary's University is the academic institution that delivers this program. Modules cover such areas as business communication, program evaluation, leadership, and budgeting. Participants must complete 8 of 10 modules to complete the program. A unique feature of this program is that it gives participants the opportunity to learn from and network with employees from a variety of organizations.

A total of 15 Government of Nunavut employees participated in the first intake of the program, 13 of whom graduated in June 2005 (10 graduates were beneficiaries). A second intake of the program took place in 2005-06. A total of 15 seats were again offered to Government of Nunavut employees. In June of 2006, 10 employees graduated from the program (all graduates were beneficiaries).

A third intake of the program is planned for October 2006.

## Reducing Barriers to Employment

The *Nunavut Land Claims Agreement* dictates that all Government of Nunavut job descriptions must undergo an audit to ensure there are no systemic barriers in the job qualifications of public service positions. The Department of Human Resources has reviewed 1500 of the 2800 descriptions, documented current academic, experiential or any other qualifications and compared these to the qualifications listed in the National Occupational Classification, Occupational Descriptions.

To date, approximately 30 position descriptions have been determined to have inappropriate or questionable academic qualifications. In addition, all positions within the Government of Nunavut are screened based upon stated qualifications and what is deemed as an equivalency.

Other related initiatives to reducing all artificial barriers to employment include a formal internal audit of all financial positions across departments, which was completed by the Internal Audit Division in October 2003. A guide to benchmark or key positions to assist job evaluation staff in rating all positions is currently under development.

# 3. Human Resources Development

The Government of Nunavut is committed to developing a competent and qualified public service, representative of the population it serves, through effective and efficient human resource development and management. In keeping with this commitment, the Department of Human Resources places great emphasis on recruiting, retaining, and developing Government of Nunavut employees.

## Recruitment

### Staffing Capacity

The Government of Nunavut continues to build its capacity. As of March 2006, there were 3428 full time positions within the Government of Nunavut and there were 2867 full time employees. Overall staffing capacity increased from 83% in March 2005 to 84% in March 2006.

The following tables present a 2-year staffing capacity summary by community, department and occupational category.

## Capacity Distribution by Community

| COMMUNITY | March 2005 | | | | March 2006 | | | |
|---|---|---|---|---|---|---|---|---|
| | Total Positions | Filled | Vacant | % Capacity | Total Positions | Filled | Vacant | % Capacity |
| BAFFIN | 2013 | 1660 | 353 | 82% | 2089 | 1733 | 356 | 83% |
| Arctic Bay | 44 | 41 | 3 | 93% | 47 | 44 | 3 | 94% |
| Qikiqtarjuaq | 31 | 28 | 3 | 90% | 37 | 35 | 2 | 95% |
| Cape Dorset | 104 | 84 | 20 | 81% | 111 | 98 | 13 | 88% |
| Clyde River | 45 | 44 | 1 | 98% | 49 | 47 | 2 | 96% |
| Grise Fiord | 18 | 16 | 2 | 89% | 19 | 15 | 4 | 79% |
| Hall Beach | 37 | 35 | 2 | 95% | 42 | 38 | 4 | 90% |
| Igloolik | 135 | 105 | 30 | 78% | 140 | 105 | 35 | 75% |
| Iqaluit | 1246 | 1004 | 242 | 81% | 1262 | 1025 | 237 | 81% |
| Kimmirut | 33 | 28 | 5 | 85% | 38 | 30 | 8 | 79% |
| Nanisivik | 4 | 4 | 0 | 100% | 4 | 4 | 0 | 100% |
| Pangnirtung | 125 | 106 | 19 | 85% | 142 | 116 | 26 | 82% |
| Pond Inlet | 125 | 110 | 15 | 88% | 127 | 112 | 15 | 88% |
| Resolute Bay | 25 | 17 | 8 | 68% | 25 | 22 | 3 | 88% |
| Sanikiluaq | 41 | 38 | 3 | 93% | 46 | 42 | 4 | 91% |
| KIVALLIQ | 751 | 621 | 130 | 83% | 824 | 699 | 125 | 85% |
| Arviat | 178 | 150 | 28 | 84% | 195 | 163 | 32 | 84% |
| Baker Lake | 132 | 116 | 16 | 88% | 140 | 120 | 20 | 86% |
| Chesterfield Inlet | 25 | 20 | 5 | 80% | 30 | 25 | 5 | 83% |
| Coral Harbour | 39 | 32 | 7 | 82% | 48 | 44 | 4 | 92% |
| Rankin Inlet | 317 | 255 | 62 | 80% | 343 | 287 | 56 | 84% |
| Repulse Bay | 34 | 27 | 7 | 79% | 37 | 35 | 2 | 95% |
| Whale Cove | 26 | 21 | 5 | 81% | 31 | 25 | 6 | 81% |
| KITIKMEOT | 468 | 394 | 74 | 84% | 494 | 416 | 78 | 84% |
| Bathurst Inlet | 1 | 1 | 0 | 100% | 1 | 1 | 0 | 100% |
| Cambridge Bay | 192 | 156 | 36 | 81% | 202 | 170 | 32 | 84% |
| Gjoa Haven | 70 | 61 | 9 | 87% | 76 | 69 | 7 | 91% |
| Kugaaruk | 36 | 32 | 4 | 89% | 38 | 34 | 4 | 89% |
| Kugluktuk | 128 | 107 | 21 | 84% | 134 | 105 | 29 | 78% |
| Taloyoak | 40 | 37 | 3 | 93% | 42 | 37 | 5 | 88% |
| Umingmaktok | 1 | 0 | 1 | 0% | 1 | 0 | 1 | 0% |
| OTHER | 17 | 16 | 1 | 94% | 21 | 19 | 2 | 90% |
| Churchill | 4 | 3 | 1 | 75% | 4 | 3 | 1 | 75% |
| Ottawa | 3 | 3 | 0 | 100% | 4 | 4 | 0 | 100% |
| Winnipeg | 10 | 10 | 0 | 100% | 13 | 12 | 1 | 92% |
| TOTAL ALL | 3249 | 2691 | 558 | 83% | 3428 | 2867 | 561 | 84% |

## Capacity Distribution by Department

| DEPARTMENT | March 2005 | | | | March 2006 | | | |
|---|---|---|---|---|---|---|---|---|
| | Total Positions | Filled | Vacant | % Capacity | Total Positions | Filled | Vacant | % Capacity |
| Community & Government Services | 348 | 253 | 95 | 73% | 329 | 255 | 74 | 78% |
| Culture, Language, Elders & Youth | 84 | 60 | 24 | 71% | 87 | 64 | 23 | 74% |
| Economic Development & Transportation | 127 | 100 | 27 | 79% | 123 | 108 | 15 | 88% |
| Education | 983 | 294 | 89 | 91% | 1148 | 1048 | 100 | 91% |
| Environment | 115 | 89 | 26 | 77% | 109 | 91 | 18 | 83% |
| Executive & Intergovernmental Affairs | 46 | 39 | 7 | 85% | 52 | 46 | 6 | 88% |
| Finance | 165 | 128 | 37 | 78% | 166 | 127 | 39 | 77% |
| Health & Social Services | 706 | 543 | 163 | 77% | 782 | 599 | 183 | 77% |
| Human Resources | 74 | 63 | 11 | 85% | 80 | 67 | 13 | 84% |
| Justice | 228 | 195 | 33 | 86% | 156 | 129 | 27 | 83% |
| Nunavut Arctic College | 120 | 99 | 21 | 83% | 132 | 107 | 25 | 81% |
| Nunavut Housing Corporation | 72 | 63 | 9 | 88% | 80 | 67 | 13 | 84% |
| Office of the Legislative Assembly | 30 | 24 | 6 | 80% | 30 | 25 | 5 | 83% |
| Qulliq Energy Corporation | 151 | 141 | 10 | 93% | 154 | 134 | 20 | 87% |
| TOTAL ALL | 3249 | 2691 | 558 | 83% | 3428 | 2867 | 561 | 84% |

Capacity Distribution by Occupational Category

| OCCUPATIONAL CATEGORY | March 2005 | | | | March 2006 | | | |
|---|---|---|---|---|---|---|---|---|
| | Total Positions | Filled | Vacant | % Capacity | Total Positions | Filled | Vacant | % Capacity |
| Executive | 36 | 35 | 1 | 97% | 37 | 35 | 2 | 95% |
| Senior Management | 134 | 125 | 9 | 93% | 138 | 125 | 13 | 91% |
| Middle Management | 414 | 348 | 66 | 84% | 427 | 364 | 63 | 85% |
| Professional | 1085 | 910 | 175 | 84% | 1133 | 961 | 172 | 85% |
| Paraprofessional | 1004 | 806 | 198 | 80% | 1102 | 884 | 218 | 80% |
| Administrative Support | 576 | 467 | 109 | 81% | 591 | 498 | 93 | 84% |
| TOTAL | 3249 | 2691 | 558 | 83% | 3428 | 2867 | 561 | 84% |

# Staffing

## Job Competitions

For the 2005-06 fiscal year, job competitions were held for 761 positions. This number does not include teaching and specialized health care positions. Nor does it include casual positions, direct appointments, and transfer assignments.

A total of 9,382 individuals applied for the 761 advertised positions in 2005-06, compared to 14, 352 individuals who applied for 615 advertised positions in 2004-05. In 2005-06, of the positions advertised, 508 positions were filled, compared to 469 positions in 2004-05. A total of 112 positions were cancelled or re-advertised in 2005-06, in contrast to 102 positions in 2004-05. The remaining competitions were not completed by the end of the fiscal year.

A breakdown of job applicants and hires by gender and beneficiary status is contained below.

## Job Competitions 2005-2006

| Positions Advertised | 761 | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | | Male | % | Female | % | Beneficiary | % | Non-Beneficiary | % |
| Applicants | 9382 | 4,850 | 52% | 4532 | 48% | 3079 | 33% | 6303 | 67% |
| Actual Hires | 508 | 187 | 37% | 321 | 63% | 289 | 57% | 219 | 43% |

### Casuals

The Government of Nunavut hires casual employees for temporary assignments within departments. For example, casuals work on special projects, help with a high volume of work or fill in for employees on leave. Departments plan in advance for the hiring of casual employees based on anticipated workload and staff absences.

At March 31, 2006, there were 1538 casuals working for the Government of Nunavut. The majority of casual employees were located in Iqaluit and were working in health and social services related positions.

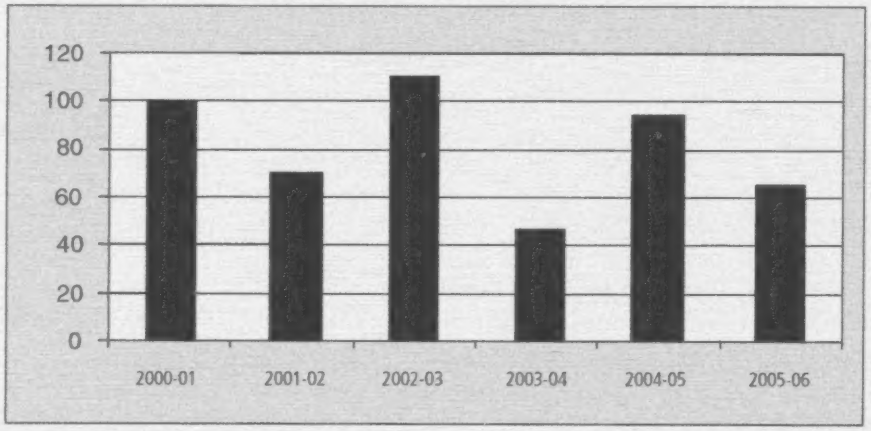
The Department of Human Resources is currently developing a casual staffing process to increase levels of beneficiary employment in the public service.

### Direct Appointments

The direct appointment process is used by the Government of Nunavut, in certain circumstances, to achieve a qualified and representative public service. Direct appointments support fair and equitable career development and support the Government of Nunavut's Priority Hiring Policy. Direct appointments are also used in situations where the regular recruitment process has been unsuccessful with filling hard to staff positions. Cabinet approves all direct appointments.

During the 2005-06 fiscal year, Cabinet approved a total of 66 direct appointments. Of the 66 direct appointment approved all were for beneficiaries.

### Direct Appointments by Fiscal Year 2000-2006




## Employee Retention

The retention rate for Government of Nunavut employees has increased significantly from 69% in 2000, continued to increase to 82 % in 2003-04 (adjusted rate for longer reporting period) where it remained constant at 82% in 2004-05 and increased to 84% in 2005-06. Although the retention rate has significantly increased, retention of existing employees remains a key challenge for the Government of Nunavut.

Details on employee retention rates can be found in the workforce profile section at the end of this report.

# Employee Development

Through *Pinasuaqtavut*, the Government of Nunavut has reconfirmed its commitment to *Ilippallianginnarniq* (Continuing Learning). Within the workplace, ongoing training and development of employees is critical to building a strong and dedicated public service that can be responsive to the needs of Nunavummiut.

The Department of Human Resources' Training and Development division is responsible for researching, designing, and delivering programs that address general training needs across the Government of Nunavut. The division works in partnership with all departments to identify and respond to priority training needs for Government of Nunavut employees working across Nunavut and to ensure that programs are relevant, cost effective, and high quality.

*Please note that participant statistics contained in this section of the report are not necessarily reflective of individual employee participation rates. For example, one employee may have registered for more than 1 course offered as part of a specific program. This one employee's participation would be reflected multiple times in the aggregate training participation data.*

## Employee Orientation

The Department of Human Resources hosts employee orientation sessions in communities across the territory on a regular basis. These sessions are designed to provide employees with general information about working for the Government of Nunavut and are designed to complement department/job specific orientation initiatives of each Government of Nunavut department. In 2005-06, a total of 184 employees attended 1 of 16 different orientation sessions that took place across Nunavut. Sessions were held in 9 different communities. In Iqaluit, specialized sessions were held for Nunavut Arctic College instructors, nurses and other health practitioners. One session was facilitated by Telehealth to provide staff in Rankin Inlet and Cambridge Bay the opportunity to participate.

A CD-ROM is also available for new employees, which provides general information including an overview of the history of Nunavut and the Government of Nunavut, employment information (i.e. pay and benefits, collective agreements), community profiles, and culture and language. In 2005-06, design and development work began to adapt the CD-ROM into an intranet-based orientation site. This site will be completed and launched in 2006-07. A comprehensive employee orientation handbook has also been developed for new employees.

## 2005-06 Employee Orientation Sessions

| Community | Date | # Participants | Beneficiary | Non-Beneficiary |
|---|---|---|---|---|
| Iqaluit - general | August | 20 | 3 | 17 |
| Iqaluit - NAC | August | 12 | 2 | 10 |
| Iqaluit - general | September | 19 | 4 | 15 |
| Iqaluit - Telehealth | September | 25 | 6 | 19 |
| Iqaluit - HSS | October | 6 | 0 | 6 |
| Iqaluit - general | October | 21 | 6 | 15 |
| Iqaluit - HSS | November | 11 | 0 | 11 |
| Iqaluit - HSS | February | 7 | 0 | 7 |
| Total Iqaluit | 8 sessions | 121 | 21 | 100 |
| Kugaaruk | November | 10 | 2 | 8 |
| Taloyoak | November | 1 | 0 | 1 |
| Total Kitikmeot | 2 Sessions | 11 | 2 | 9 |
| Rankin Inlet | November | 17 | 9 | 8 |
| Baker Lake | November | 13 | 9 | 4 |
| Arviat | November | 3 | 2 | 1 |
| Total Kivalliq | 3 sessions | 33 | 20 | 13 |
| Igloolik | January | 3 | 1 | 2 |
| Pangnirtung | February | 8 | 3 | 5 |
| Pond Inlet | March | 8 | 6 | 2 |
| Total Qikiqtaaluk | 3 sessions | 19 | 10 | 9 |
| TOTAL | 16 sessions | 184 | 53 | 131 |

## Cultural Orientation

The Department of Human Resources, under the guidance of the Department of Culture, Language, Elders and Youth, offers a Cultural Orientation Program for Government of Nunavut employees. These seasonal one-day, on-the-land sessions introduce employees to:

- The History of Nunavut
- The Guiding Principles of Inuit Qaujimajatuqangit
- *Pinasuaqtavut*
- Traditional Inuit Activities

A total of 50 employees attended 1 of 3 different sessions held throughout 2005-06 in Iqaluit. Course evaluations indicated that all participants left with a significantly increased understanding of Inuit Qaujimajatuqangit principles and *Pinasuaqtavut* goals.

The Department of Human Resources provided funding support in 2005-06 to Pauktuutit Inuit Women of Canada to assist in the revising and publishing of an updated version of its *"The Inuit Way"* publication. In turn, the Government of Nunavut will have the right to use, reproduce, and distribute the publication. For the Department of Human Resources that means using for training purposes, including its cultural and employee orientation programs.

Future plans for the Government of Nunavut Cultural Orientation Program include the addition of workshops and seminars on specific topics and regional delivery of cultural orientation sessions in communities outside of Iqaluit.

### 2005–06 Cultural Orientation Sessions

| Community | Date | # Participants | Beneficiary | Non-Beneficiary |
|---|---|---|---|---|
| Iqaluit | August 2005 | 21 | 1 | 20 |
| Iqaluit | August 2005 | 12 | 3 | 9 |
| Iqaluit | December 2005 | 17 | 1 | 16 |
| TOTAL IQALUIT | 3 sessions | 50 | 5 | 45 |

## Learning and Development Opportunities

The Department of Human Resources' Learning and Development Program consists primarily of courses, workshops, and seminars that are designed to enhance employees' knowledge, skills, and abilities in their current positions and to help prepare them to take on higher positions within the Government of Nunavut. Programming is designed to meet general training needs in such areas as computer literacy, financial management, administrative services, communication, and human resources management.

In 2005-06, a total of 843 employees completed learning and development activities sponsored by the Department of Human Resources. A total of 109 course deliveries took place (42 different types of courses were offered) and 13 different communities across Nunavut hosted learning and development activities in 2005-06 (Arviat, Baker Lake, Cambridge Bay, Cape Dorset, Clyde River, Gjoa Haven, Igloolik, Iqaluit, Kugaaruk, Kugluktuk, Pangnirtung, Pond Inlet, and Rankin Inlet).

## Learning & Development Program by Fiscal Year

| Fiscal Year | Types of Courses Offered | # Course Deliveries | Total # of Participants | Total # of Beneficiaries | % Beneficiaries |
|---|---|---|---|---|---|
| 2005-2006 | 42 | 109 | 843 | 452 | 54% |
| 2004-2005 | 43 | 97 | 902 | 465 | 52% |
| 2003-2004 | 30 | 90 | 915 | 439 | 48% |
| 2002-2003 | 31 | 123* | 1084 | 423 | 39% |
| 2001-2002 | 24 | 89 | 577 | 233 | 40% |

* 2 NAC instructors teaching in Qikiqtaaluk (1 in Iqaluit, 1 in other communities). Other years had only 1 NAC instructor for entire region.

### Inuktitut/Inuinnaqtun Language Training

In partnership with Nunavut Arctic College, the Department of Human Resources offers Inuktitut/Inuinnaqtun language training programs for staff. In 2005-06, a total of 21 language courses were offered. A total of 135 employees competed language training offered in 9 different communities. Another 97 employees accessed a self-directed Inuktitut as a Second Language CD-ROM to facilitate language learning. While this program, which has been in place since 2001-02, initially focused on Inuktitut second-language training, increased programming is being developed for first-language learning.

In 2005-06, the Department of Human Resources initiated an extensive Inuktitut/Innuinaqtun language training needs assessment aimed at improving language training for Government of Nunavut employees. The assessment has two components: (1) a language skills assessment to determine employees' current knowledge and abilities and (2) a survey to determine language training gaps, interests and barriers. The first phase of this project, undertaken in Iqaluit, was completed in March 2006 with over 100 first language participants. Data is currently being analyzed and will be used to develop effective Inuktitut literacy programs for Iqaluit-based employees. Over the next fiscal year, a second phase of the project will see the development and administration of customized needs assessments for Nunavut's 3 regions and the final two phases of the project will focus on second-language training needs in both Inuktitut and Inuinnaqtun across the Government of Nunavut.

## 2005–06 Inuktitut/Inuinnaqtun Language Training

| Course | Community | # completed | Beneficiary | Non-Beneficiary |
|---|---|---|---|---|
| ISL Level 1 | Arviat | 19 | 0 | 19 |
| Inuktitut Keyboarding | Arviat | 3 | 3 | 0 |
| ISL Level 2 | Arviat | 14 | 0 | 14 |
| ISL Level 1 | Baker Lake | 2 | 0 | 2 |
| Inuktitut Keyboarding | Baker Lake | 1 | 1 | 0 |
| ISL Level 1 | Rankin Inlet | 6 | 1 | 5 |
| Inuktitut Keyboarding | Rankin Inlet | 1 | 1 | 0 |
| ISL Level 2 | Rankin Inlet | 1 | 0 | 1 |
| Total Kivalliq | 8 courses | 47 | 6 | 41 |
| Inuinnaqtun 120 | Cambridge Bay | 3 | 2 | 1 |
| Inuinnaqtun 120 | Kugluktuk | 3 | 2 | 1 |
| Total Kitikmeot | 2 courses | 6 | 4 | 2 |
| ISL Level 1 | Cape Dorset | 7 | 0 | 7 |
| ISL Level 1 | Igloolik | 4 | 1 | 3 |
| ISL Level 1 | Igloolik | 3 | 0 | 3 |
| ISL Level 1 | Pangnirtung | 7 | 0 | 7 |
| ISL Level 1 | Pangnirtung | 10 | 0 | 10 |
| Total Qikiqtaaluk | 5 courses | 31 | 1 | 30 |
| Inuktitut Keyboarding | Iqaluit | 10 | 10 | 0 |
| ISL Level 1 Regular | Iqaluit | 4 | 0 | 4 |
| ISL Level 1 Regular | Iqaluit | 8 | 0 | 8 |
| ISL Level 1 Intensive | Iqaluit | 12 | 3 | 9 |
| ISL Level 1 Intensive | Iqaluit | 12 | 0 | 12 |
| IFL Intermediate Oral Communications | Iqaluit | 5 | 5 | 0 |
| Total Iqaluit | 6 courses | 51 | 18 | 33 |
| TOTAL | 21 courses | 135 | 29 | 106 |

## Inuktitut/Inuinnaqtun Language Training by Fiscal Year

| Fiscal Year | Total # of Participants |
|---|---|
| 2005-2006 | 97– Self-directed CD-ROM pilot<br>109 ISL<br>26 IFL |
| 2004-2005 | 66 (ISL)<br>6 (Train the Trainer)<br>5 (IFL) |
| 2003-2004 | 122 |
| 2002-2003 | 171 |
| 2001-2002 | 117 |

ISL – Inuktitut as a Second Language
IFL – Inuktitut as a First Language

## Specialized Training Program

The purpose of this program is to assist departments in funding training that develops technical, job-specific competencies and addresses the unique learning needs of a department, division, or position. Departments are responsible for proposal development, as well as the design, coordination, and administration of training. The 2005-06 program budget was $ 306,000 and supported a total of 16 training events.

### 2005–06 Specialized Training Initiatives

| Specialized Training Program | Department | Beneficiary Participants | Beneficiary Participation |
|---|---|---|---|
| 1 Community Capacity Building | Education | 30 | 14 |
| 2 AutoCAD | Community & Government Services | 12 | 1 |
| 3 International Right of Way | Community & Government Services | 10 | 1 |
| 4 Acc Pac Advantage | Community & Government Services | 4 | 3 |
| 5 ATIPP | Executive & Intergovernmental Affairs | 70 | 17 |
| 6 Statistics | Executive & Intergovernmental Affairs | 11 | 11 |
| 7 Fetal Health Surveillance in Labour | Health & Social Services | 12 | 1 |
| 8 Computer Security | Legislative Assembly | 1 | 1 |
| 9 Marine Emergency | Justice | 8 | 5 |
| 10 Community Corrections Officer Training | Justice | 9 | 2 |
| 11 Auditing Training | Finance | 46 | 12 |
| 12 Compensation and Benefits | Finance | 12 | 1 |
| 13 CTS Taxation Software | Finance | 5 | 4 |
| 14 Small Vessel Rescue / Firearms | Environment | 37 | 16 |
| 15 Supervisor Oil Transfer Operations | Qulliq Energy Corporation | 17 | 13 |
| 16 Communications | Nunavut Arctic College | 8 | 2 |
| PARTICIPANT TOTALS | | 292 | 104 |

### Specialized Training Program by Fiscal Year

| Fiscal Year | Budget | Funded Programs | Total # of Participants | Total # of Beneficiaries | % Beneficiaries |
|---|---|---|---|---|---|
| 2005-2006 | $306,000 | 16 | 292 | 104 | 36% |
| 2004-2005 | $300,000 | 20 | 247 | 98 | 40% |
| 2003-2004 | $300,000 | 15 | 309 | 173 | 56% |
| 2002-2003 | $250,000 | 9 | 91 | 39 | 43% |
| 2001-2002 | $250,000 | 15 | 146 | 62 | 42% |
| 2000-2001 | $200,000 | 10 | 119 | 70 | 59% |
| TOTALS | | 85 | 1204 | 546 | 45% |

## Certificate in Nunavut Public Service Studies

Through a partnership with Carleton University, a custom designed, university-level program in public administration is being delivered to Government of Nunavut employees. The program began in February 2003 and consists of 8 first and second year undergraduate courses (totaling 10 credits) and is the equivalent to one year of a Bachelor of Arts degree program. Courses are being delivered in 3 communities across Nunavut – Iqaluit, Cambridge Bay, and Arviat. Courses are delivered either online or via CD/DVD and students are supported through workshops held by trained, on-site facilitators. Three courses were offered in 2005-06: (1) Financial Accounting, (2) History of Northern Canada, and (3) Global Political Issues.

### Nunavut Public Service Studies Program — Courses Completed To Date

| Course | Total # Registered | Total # Completed | Beneficiary Completed | % Beneficiary |
|---|---|---|---|---|
| History of Northern Canada | 26 | 15 | 7 | 47% |
| Writing and Language | 33 | 12 | 7 | 58% |
| Public Administration in Nunavut | 36 | 22 | 10 | 45% |
| Financial Accounting | 34 | 14 | 4 | 29% |
| History of Northern Canada – 2nd offering | 21 | 15 | 7 | 47% |
| Global Political Issues | 25 | 11 | 5 | 45% |
| TOTAL | 175 | 89 | 40 | 45% |

## Government of Nunavut Certificate in Financial Management

Since 2000, the Department of Human Resources, in partnership with Nunavut Arctic College and the Department of Finance, has been offering the Government of Nunavut Certificate in Financial Management. This non-accredited program provides an introduction to the financial planning and control processes of government The series of six (6) modules may be used to orient new employees, to provide professional development for those currently in government, to prepare employees for advancement, or as a refresher course for middle and senior managers. There is an exam at the end of each seminar. Those who complete and pass all modules will receive a certificate. The modules are:

- Government Organization in Nunavut
- Program Planning
- Financial Authority
- Control Systems
- Control Procedures
- Financial Administration

This program was transferred from the Government of Northwest Territories. To date, all modules have been updated and customized to reflect Government of Nunavut systems and processes. Module 6 will be delivered for the first time in June 2006 in Iqaluit. It is anticipated that five students will graduate at that time.

Since 2000-01, a total of 183 different employees (91 beneficiaries – 50%) have completed at least one module of the program. In 2005-06, a total of 9 modules were delivered in 3 different communities (Iqaluit, Cambridge Bay and Rankin Inlet). There were 92 participants in these modules (58 beneficiaries = 63%).

## Participation by Module – GN Certificate in Financial Management

| Modules | Completed | Beneficiaries Completed | % Beneficiaries |
|---|---|---|---|
| Module 1 | 149 | 75 | 50% |
| Module 2 | 91 | 43 | 47% |
| Module 3 | 53 | 34 | 64% |
| Module 4 | 40 | 23 | 58% |
| Module 5 | 27 | 15 | 56% |
| Module 6* | 5 | 3 | n/a |
| TOTALS | 365 | 193 | 53% |

*Anticipated results for June 2006 delivery of Module 6 in Iqaluit

## Deliveries by Community – GN Certificate in Financial Management

| Community | Modules Delivered* | Completed | Beneficiaries | % Beneficiaries |
|---|---|---|---|---|
| Cambridge Bay | Modules 1 to 5 | 52 | 40 | 77% |
| Cape Dorset | Modules 1 and 2 | 14 | 6 | 43% |
| Gjoa Haven | Module 1 | 2 | 1 | 50% |
| Igloolik | Module 1 | 6 | 3 | 50% |
| Iqaluit** | Modules 1 to 6 | 234 | 108 | 46% |
| Pangnirtung | Module 1 | 9 | 7 | 78% |
| Rankin Inlet | Modules 1 to 5 | 48 | 28 | 58% |
| TOTALS | | 365 | 193 | 53% |

*Includes multiple deliveries in some communities
** Includes anticipated results for June 2006 delivery of Module 6

Starting in 2006-07, the Department of Human Resources will be working in partnership with the Department of Finance to develop and deliver a broader scope of financial management-related training to Government of Nunavut employees across the territory. This training will be customized to reflect Government of Nunavut financial management practices and will provide employees with comprehensive, job-specific knowledge and skills through "hands-on" learning and practice.

## Performance Management

In consultation with Government of Nunavut departments and agencies, the Department of Human Resources will be developing and implementing a Government of Nunavut-wide performance management program that is reflective of Inuit Qaujimajatuqangit principles and emphasizes the importance of communication, coaching and continuing learning in the workplace. A major component of the program will be training workshops for Government of Nunavut managers in such areas as setting work objectives, developing work plans, coaching, and conducting effective performance reviews and performance appraisals. In 2005-06, the Department of Human Resources created and staffed a position dedicated to performance management and preliminary work on a new performance appraisal review process began.

### Other Programs Under Development

To address the core training needs of a variety of occupational categories across the Government of Nunavut, programming is also being developing in such areas as:

- Leadership and Management
- Human Resources Management
- Program/Project Management
- Administrative Services
- Inter-Cultural Communications
- Workplace Literacy
- Developing Employee Learning Plans
- Career Development

# 4. Job Evaluation

The Department of Human Resources' Job Evaluation division has the responsibility of rating or evaluating all non-teaching position descriptions in the public service using the Hay Job Evaluation System to promote consistent, affordable, and fair rates of pay for public servants.

A total of 1,516 job evaluation actions were processed during 2005-06. Additionally, 2,002 casual staffing actions were processed for assignment of an appropriate pay range.

## Bilingual Bonus / Policy Review

The current bilingual bonus program was transferred from the Government of Northwest Territories (GNWT). Under this program, an employee may receive a bilingual bonus of $1,500 per year when they use more than one of the official languages of Nunavut in their job. To receive the bonus, the employee's position must be established as eligible. An employee is eligible for receiving the bonus if the duties of the job, as outlined in the job description, require the use of more than one of the official languages. The language must also serve members of the community or region.

The Government of Nunavut has a clearly expressed mandate to make Inuktitut/Inuinnaqtun its working language. An interdepartmental committee has been established to review both the existing Bilingual Bonus Policy and how a bilingual bonus should be administered within the Government of Nunavut. The focus of the review is to ensure the program continues to compensate those public servants who use more than one of the official languages in the course of their duties. The intent of the program will also be to serve as an instrument of support in moving towards Inuktitut/Inuinnaqtun as the working language of government.

# 5. Employee Relations

## Workplace Health, Safety & Wellness Program

The Government of Nunavut is committed to investing in its employees by promoting a safe, healthy, and harmonious workplace. The Workplace Health, Safety and Wellness Program consists of Occupational Health & Safety; Health, Safety and Wellness training and information sessions; and the Employee and Family Assistance Program.

### Employee and Family Assistance Program

The Employee and Family Assistance Program (EFAP) consist of a confidential, 24 hour, toll-free telephone counseling service available to all employees and their family members. The EFAP also provides Tele-Health counseling sessions upon request throughout the Territory. These services are offered in partnership with Health Canada.

The EFAP has declined in usage over the past year from 93 to 76 employees, despite increased promotional activities. The table below shows utilization rates of the EFAP counseling service from April 2005 to March 2006.

## EFAP Utilization Rates - April 1, 2005 - March 31, 2006

| Employee Population | 2500 | |
|---|---|---|
| Employees using EFAP | 76 | 3% |
| Client Category | # | % |
| Client | 71 | 93% |
| Family | 5 | 7% |
| Total | 76 | 100% |
| Client Gender | | |
| Females | 50 | 66% |
| Males | 26 | 34% |
| Total | 76 | 100% |
| Age Distribution Of Clients | | |
| 18 – 29 | 16 | 21% |
| 30 – 39 | 31 | 41% |
| 40 – 49 | 19 | 25% |
| 50 – 59 | 10 | 13% |
| Total | 76 | 100% |
| Referred By | | |
| Self | 47 | 62% |
| Supervisor/Manager | 4 | 5% |
| Family | 4 | 5% |
| Human Resources | 4 | 5% |
| Peer | 3 | 4% |
| Promotional Material | 14 | 18% |
| Total | 76 | 100% |
| Assessment Type | | |
| Addictions Self/Other | 9 | 12% |
| Family / Marital | 21 | 28% |
| Physiological/Psychological Health | 31 | 41% |
| Financial | 4 | 5% |
| Conflict / Peer | 4 | 5% |
| Conflict / Super | 3 | 4% |
| Work Related | 4 | 5% |
| TOTAL | 76 | 100% |

## Health, Safety & Wellness Training & Information Sessions

The Government of Nunavut recognizes that learning is essential for the development of all employees. The Department of Human Resources' Workplace Health, Safety and Wellness program is committed to providing learning and development opportunities to improve employees' knowledge of health and wellness matters. Safety legislation requires that training opportunities be made available to employees to ensure that they may meet the basic requirements of the *Nunavut Safety Act.*

The Wellness division provided training throughout Nunavut on health and safety topics. Programs included:

- Critical Incident Stress Management
- Stress Management
- First Aid CPR
- Wilderness First Aid
- Advanced First Aid
- Grief and Loss
- Family Violence
- Fundamentals of Counseling
- Suicide Intervention and Prevention
- Ergonomics
- Occupational Health and Safety
- Non Violent Crisis Intervention
- Instructors Courses for First Aid and CPR
- Instructors Course in Non-Violent Crisis Intervention
- Respectful Workplace
- Harassment Investigator Courses Level 1&2
- Anger Management
- Conflict Resolution

During the 2005-06 fiscal year, 114 course were scheduled and 6 courses were cancelled - 3 in Kivalliq region and 3 in Baffin region. There were 27 different topics of courses delivered in 13 communities by 14 instructors. 1040 employees were trained and 565 students declared themselves to be beneficiaries.

## Collective Bargaining

### Nunavut Employees Union

A collective agreement between the Government of Nunavut and the Nunavut Employees Union (NEU), covering approximately 1700 employees, was negotiated in the spring of 2004 with an expiry date of September 30, 2006.

### Nunavut Teachers Association

A collective agreement between the Government of Nunavut and the Nunavut Teachers Association (NTA), covering approximately 660 employees, was negotiated in the fall of 2005 with an expiration date of September 30, 2009.

## Grievances and Arbitration

The grievance and arbitration processes are used to resolve disputes between employees or the unions and the Government of Nunavut.

The Department of Human Resources continues to work with departments, the NEU, and the NTA on improving grievance procedures to allow for meaningful discussion to proactively resolve workplace issues.

### Active grievances at March 31st, 2006

| | Policy Grievance | Group Grievance | Individual Grievance | Total |
|---|---|---|---|---|
| NEU | 6 | 9 | 97 | 112 |
| NTA | 0 | 0 | 5 | 5 |

**Policy Grievance:** refers to situations where the union brings forth a complaint alleging a breach of the terms of the collective agreement resulting from the employer introducing a directive or policy that contravenes the collective agreement.

**Group Grievance:** refers to situations where more than one union member files a grievance alleging that the employer has failed to recognize their collective rights pertaining to specific terms and conditions of the collective agreement.

**Individual Grievance:** affects the individual griever, filed by one person, either by that person, or by the union on behalf of that person.

## Staffing Appeals

The Department of Human Resources provides a staffing appeals process to eligible appellants. The staffing appeals process allows an employee or beneficiary who has applied on a position in the NEU bargaining unit to request a review of the competition if the applicant feels that the competition was improperly conducted. The department's three regional offices have the capacity to deliver staffing appeals hearings. An appeal hearing provides an objective review of the staffing process. There were a total of 43 appeals in 2005-06.

### Staffing Appeals 2005–2006

| Region | Total | Withdrawn | Denied | Upheld |
|---|---|---|---|---|
| Headquaters | 8 | 0 | 7 | 1 |
| Qikiqtaaluk | 10 | 0 | 9 | 1 |
| Kivalliq | 11 | 0 | 10 | 1 |
| Kitikmeot | 14 | 0 | 13 | 1 |
| TOTAL | 43 | 0 | 39 | 4 |

### Appeals Data Summary:

| Fiscal Year | Upheld | Denied | Withdrawn | Total |
|---|---|---|---|---|
| 1999-2000 | 2 | 10 | 1 | 13 |
| 2000-2001 | 2 | 6 | 0 | 8 |
| 2001-2002 | 2 | 11 | 0 | 13 |
| 2002-2003 | 1 | 15 | 0 | 16 |
| 2003-2004 | 6 | 25 | 0 | 31 |
| 2004-2005 | 8 | 21 | 0 | 29 |
| 2005-2006 | 4 | 39 | 0 | 43 |
| TOTALS | 25 | 127 | 1 | 153 |

### Upheld Appeals Ratios:

99–00: 15.4 %
00–01: 25.0 %
01–02: 15.4 %  7 Year Overall Mean: 16.91 %
02–03: 6.3 %
03–04: 19.4 %
04–05: 27.6 %
05–06: 9.3%

# 6. Human Resource Information and Payroll System

The Departments of Community & Government Services, Finance and Human Resources are in the process of implementing a new integrated Human Resources Information and Payroll System (HRIPS), also referred to as Personality 2000 or P2K. The human resources and payroll components of Phase 1 of the P2K system have been operational since April 2005. The Leave and Attendance module of Phase 1 is currently being implemented. Implementation of Phase 2 is scheduled to begin in mid 2007-08. This will include staggered implementation of the Time Scheduling, Labour Relations, Training and Development, Recruiting, Forecasting and Costing, and Safety and Health modules over the following 3 years.

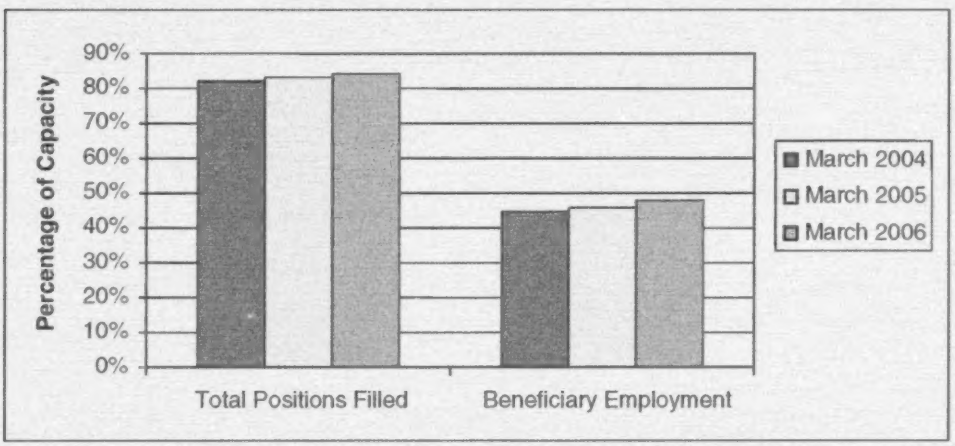
# 7. Workforce Profile

The information contained in this section of the report is extracted from March 2005 and 2006 payroll data and the March 2005 and 2006 *"Towards a Representative Public Service"* reports. Job competition information is extracted from Human Resources' job competition database.

The Department of Human Resources is continuing to enhance information collection mechanisms through the implementation of its new HR/Payroll system.

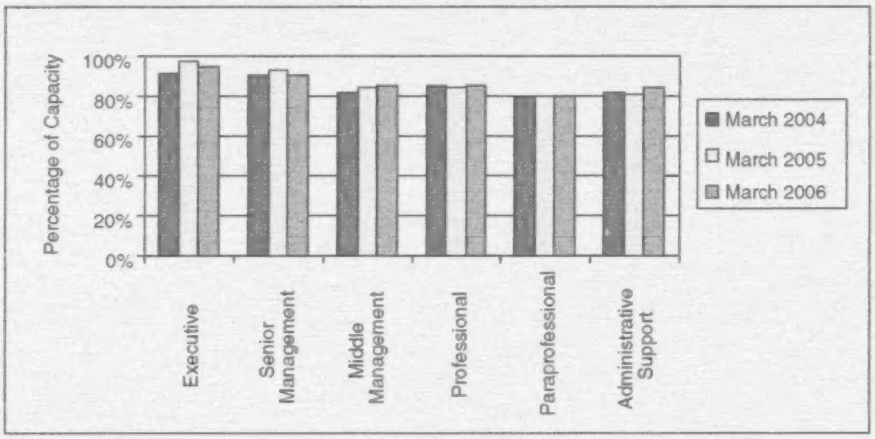
In March 2006, the average full-time employee was 42.8 years of age, earned approximately $74,806 a year and had 6.45 years of continuous service in the Government of Nunavut.[1] The average beneficiary male employee was 41.9 years of age, earned approximately $62,616 a year and had 6.4 years of continuous service. The average beneficiary female employee was 42.2 years of age, earned approximately $64,324 a year and had 6.6 years of continuous service. In the non-beneficiary group, the average male employee was 45.1 years of age, earned approximate $89,736 a year and had 5.3 years of continuous service. The average female employee was 42 years of age, earned $82,551 a year and had 7.2 years of continuous service.

## Staffing Capacity and Inuit Representation — March 2004 – 2006

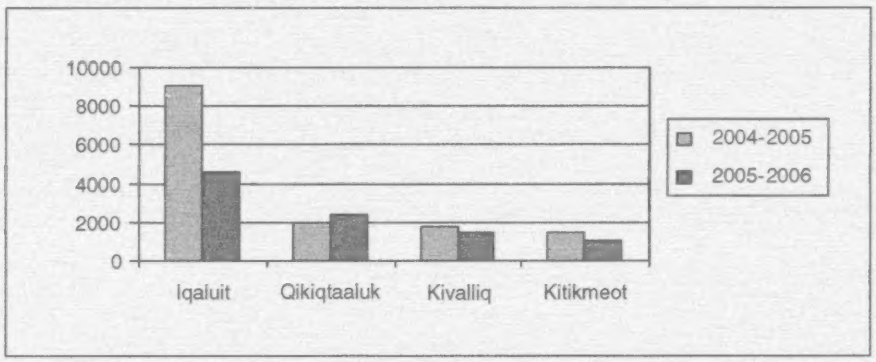



[1] Averages for age, salary and continuous years of service include full time employees only.

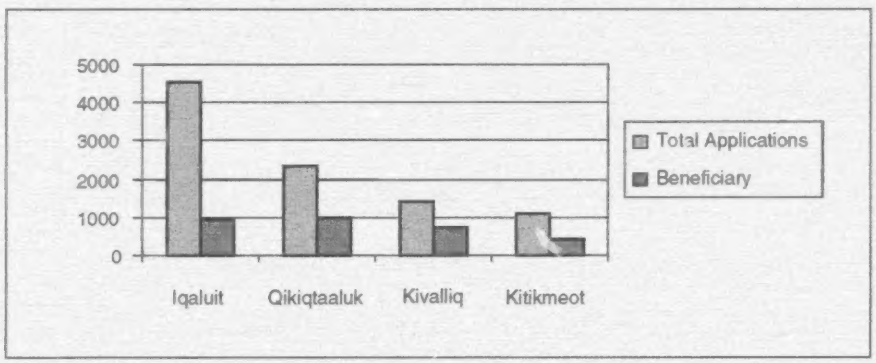
## Capacity Distribution by Occupational Category – March 2004 - 2006



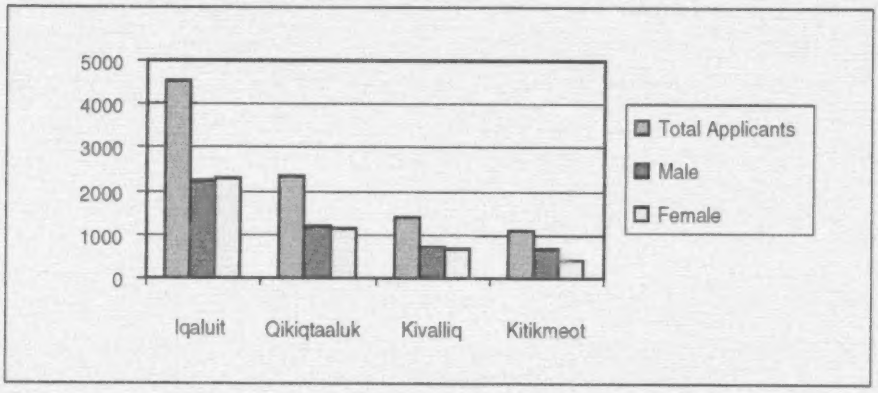

## Total Job Applications by Region 2004-2006



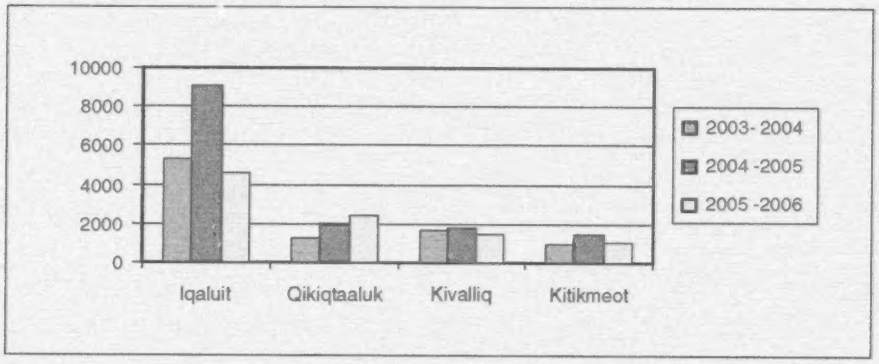

## Total Job Applicants and Beneficiary Applicants by Region 2005-2006



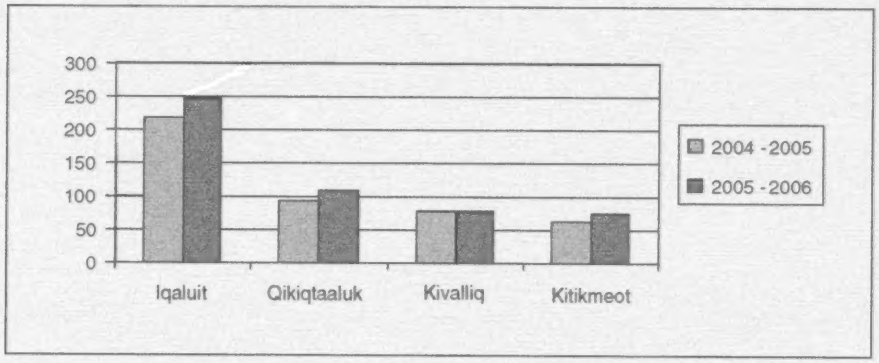
## Total Job Applicants and Gender by Region 2005-2006



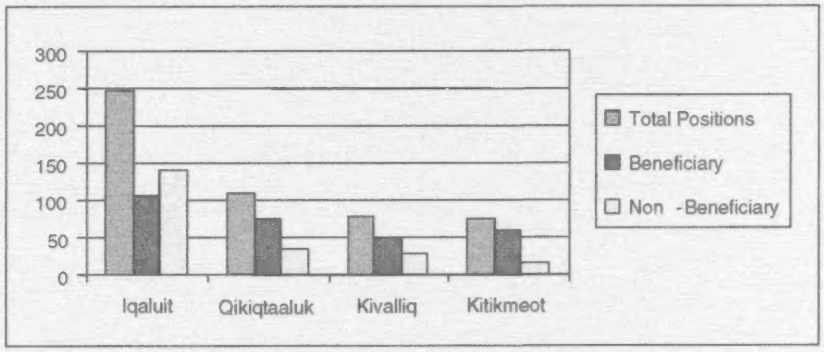

## Total Applicants by Region – 2003 - 2006




## Total Hires by Region 2004-2006



## Total Hires and Beneficiary Hires by Region 2005-2006



## Beneficiary Employment by Community

| | March 2005 | | | March 2006 | | |
|---|---|---|---|---|---|---|
| | Total Positions Filled | Beneficiary Employees | % Beneficiaries | Total Positions Filled | Beneficiary Employees | % Beneficiaries |
| BAFFIN | 1660 | 691 | 42% | 1733 | 771 | 44% |
| Arctic Bay | 41 | 25 | 61% | 44 | 25 | 57% |
| Qikiqtarjuaq | 28 | 19 | 68% | 35 | 23 | 66% |
| Cape Dorset | 84 | 38 | 45% | 98 | 49 | 50% |
| Clyde River | 44 | 27 | 61% | 47 | 31 | 66% |
| Grise Fiord | 16 | 11 | 69% | 15 | 11 | 73% |
| Hall Beach | 35 | 17 | 49% | 38 | 24 | 63% |
| Igloolik | 105 | 59 | 56% | 105 | 60 | 57% |
| Iqaluit | 1004 | 312 | 31% | 1025 | 346 | 34% |
| Kimmirut | 28 | 16 | 57% | 30 | 16 | 53% |
| Nanisivik | 4 | 4 | 100% | 4 | 4 | 100% |
| Pangnirtung | 106 | 65 | 61% | 116 | 73 | 63% |
| Pond Inlet | 110 | 68 | 62% | 112 | 71 | 63% |
| Resolute Bay | 17 | 7 | 41% | 22 | 12 | 55% |
| Sanikiluaq | 38 | 23 | 61% | 42 | 26 | 62% |
| KIVALLIQ | 621 | 326 | 52% | 699 | 387 | 55% |
| Arviat | 150 | 87 | 58% | 163 | 90 | 55% |
| Baker Lake | 116 | 57 | 49% | 120 | 66 | 55% |
| Chesterfield Inlet | 20 | 11 | 55% | 25 | 14 | 56% |
| Coral Harbour | 32 | 19 | 59% | 44 | 26 | 59% |
| Rankin Inlet | 255 | 128 | 50% | 287 | 158 | 55% |
| Repulse Bay | 27 | 12 | 44% | 35 | 19 | 54% |
| Whale Cove | 21 | 12 | 57% | 25 | 14 | 56% |
| KITIKMEOT | 394 | 207 | 53% | 416 | 224 | 54% |
| Bathurst Inlet | 1 | 1 | 100% | 1 | 1 | 100% |
| Cambridge Bay | 156 | 70 | 45% | 170 | 79 | 46% |
| Gjoa Haven | 61 | 41 | 67% | 69 | 47 | 68% |
| Kugaaruk | 32 | 20 | 63% | 34 | 17 | 50% |
| Kugluktuk | 107 | 56 | 52% | 105 | 56 | 53% |
| Taloyoak | 37 | 19 | 51% | 37 | 24 | 65% |
| Umingmaktok | 0 | 0 | - | 0 | 0 | - |
| OTHER | 16 | 8 | 50% | 19 | 6 | 32% |
| Churchill | 3 | 2 | 67% | 3 | 1 | 33% |
| Ottawa | 3 | 1 | 33% | 4 | 1 | 25% |
| Winnipeg | 10 | 5 | 50% | 12 | 4 | 33% |
| TOTAL ALL | 2691 | 1232 | 46% | 2867 | 1388 | 48% |

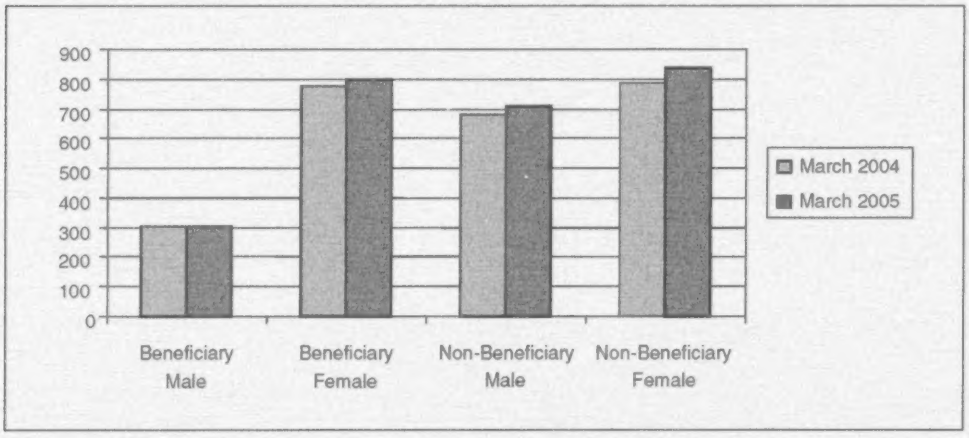
## Beneficiary Employment by Department

| DEPARTMENT | March 2005 | | | March 2006 | | |
|---|---|---|---|---|---|---|
| | Total Positions Filled | Beneficiary Employees | % Beneficiaries | Total Positions Filled | Beneficiary Employees | % Beneficiaries |
| Community & Government Services | 253 | 100 | 40% | 255 | 101 | 40% |
| Culture, Language, Elders & Youth | 60 | 30 | 50% | 64 | 42 | 66% |
| Economic Development & Transportation | 100 | 45 | 45% | 108 | 55 | 51% |
| Education | 894 | 447 | 50% | 1048 | 554 | 53% |
| Environment | 89 | 37 | 42% | 91 | 36 | 40% |
| Executive & Intergovernmental Affairs | 39 | 22 | 56% | 46 | 29 | 63% |
| Finance | 128 | 49 | 38% | 127 | 54 | 43% |
| Health & Social Services | 543 | 255 | 47% | 599 | 267 | 45% |
| Human Resources | 63 | 25 | 40% | 67 | 31 | 46% |
| Justice | 195 | 73 | 37% | 129 | 59 | 46% |
| Nunavut Arctic College | 99 | 40 | 40% | 107 | 45 | 42% |
| Nunavut Housing Corporation | 63 | 29 | 46% | 67 | 31 | 46% |
| Office of the Legislative Assembly | 24 | 12 | 50% | 25 | 12 | 48% |
| Qulliq Energy Corporation | 141 | 68 | 48% | 134 | 72 | 54% |
| TOTAL ALL | 2691 | 1232 | 46% | 2867 | 1388 | 48% |

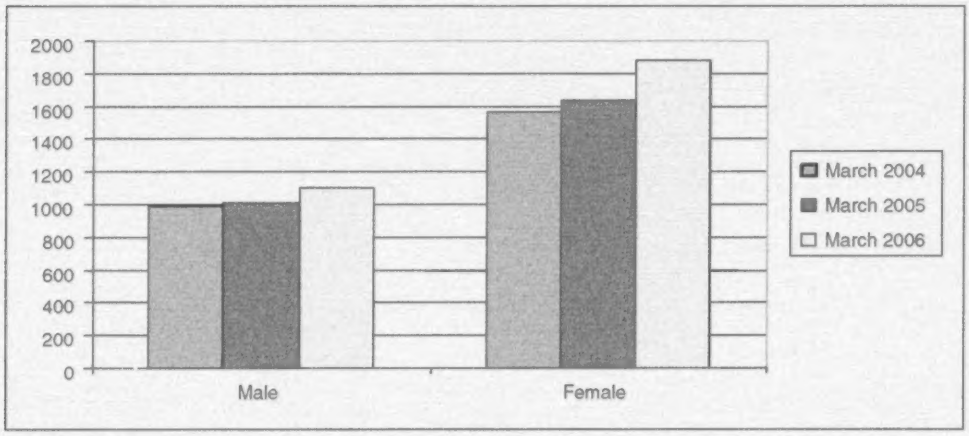
## Beneficiary Employment by Occupational Group

| | March 2005 | | | March 2006 | | |
|---|---|---|---|---|---|---|
| | Total Positions Filled | Beneficiary Employees | % Beneficiaries | Total Positions Filled | Beneficiary Employees | % Beneficiaries |
| Executive | 35 | 16 | 46% | 35 | 17 | 49% |
| Senior Management | 125 | 27 | 22% | 125 | 30 | 24% |
| Middle Management | 348 | 77 | 22% | 364 | 78 | 21% |
| Professional | 910 | 214 | 24% | 961 | 229 | 24% |
| Paraprofessional | 806 | 491 | 61% | 884 | 582 | 66% |
| Administrative Support | 467 | 407 | 87% | 498 | 452 | 91% |
| TOTAL | 2691 | 1232 | 46% | 2867 | 1388 | 48% |

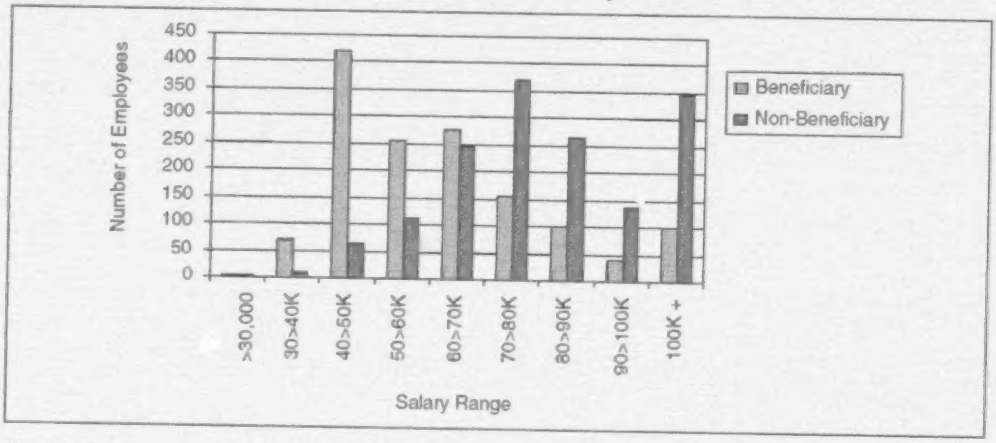
## Employees by Gender – March 2004- March 2006




## Employees by Beneficiary Status and Gender – March 2004 - March 2006

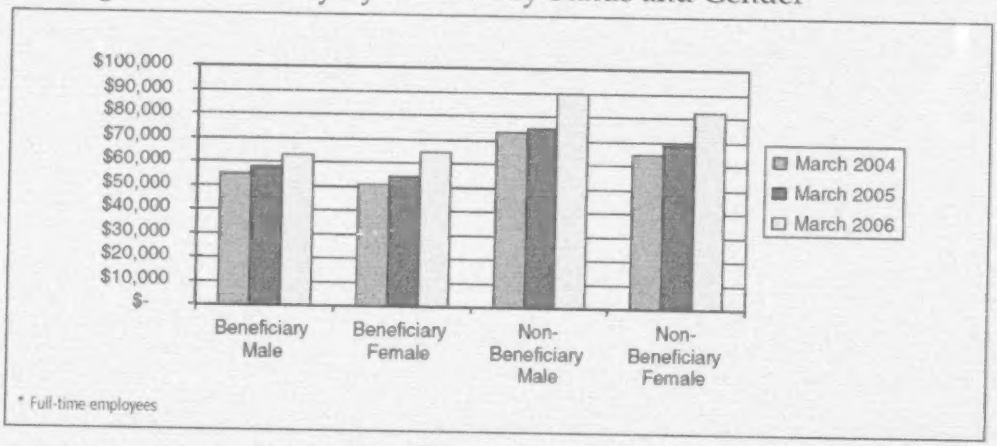


## Employees by Salary Range and Beneficiary Status* - March 2006



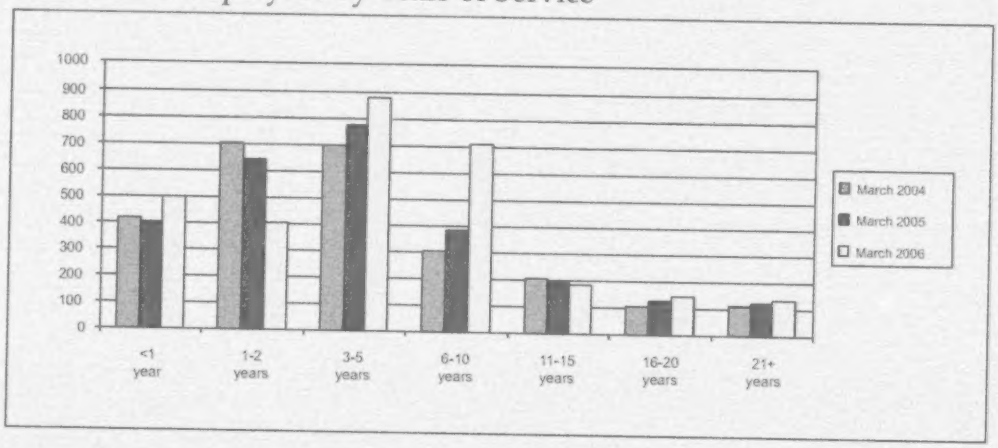

* Full-time employees

## Average Annual Salary by Beneficiary Status and Gender*

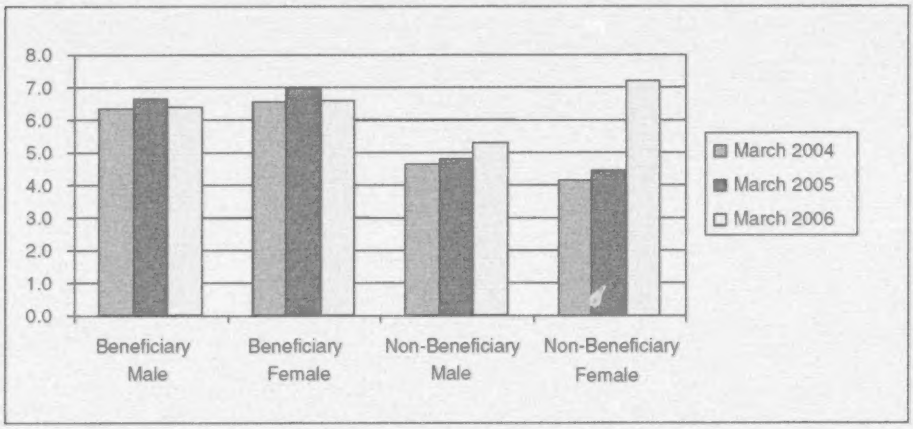



* Full-time employees

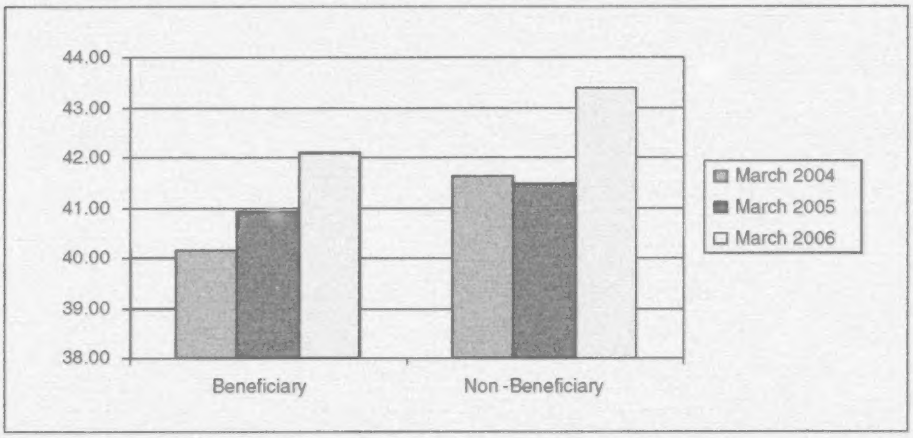
## Permanent Employees by Years of Service



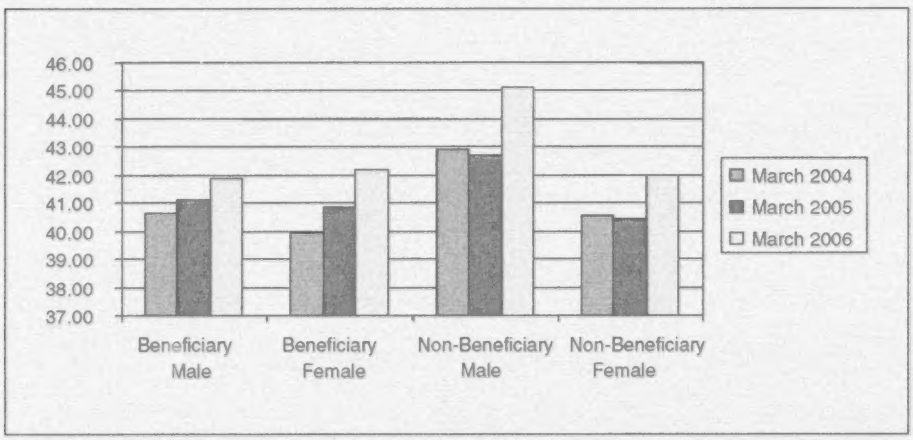
## Average Years of Service by Beneficiary Status and Gender



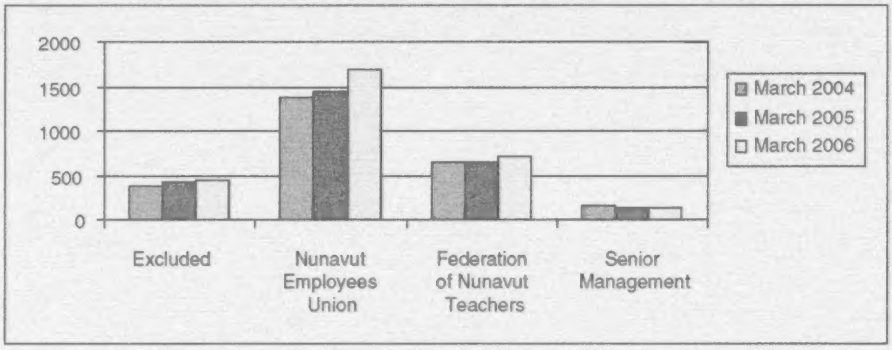

## Average Age of Employees by Beneficiary Status




## Average Age of Employees by Beneficiary Status and Gender



## Employees by Pay Group – March 2004 - March 2006




## Employee Turnover* by Pay Group

| EMPLOYEE GROUP | Departure Rate (%) 2000** | Departure Rate (%) 2001** | Departure Rate (%) 2002** | Departure Rate (%) 2003-2004*** | Departure Rate (%) 2004-2005~ | Departure Rate (%) 2005-2006† |
|---|---|---|---|---|---|---|
| Excluded Employees | 41% | 26% | 19% | 18% | 15% | 15% |
| Nunavut Teachers Association | 34% | 21% | 21% | 18% | 21% | 22% |
| Senior Managers | 36% | 19% | 13% | 13% | 13% | 13% |
| Nunavut Employees Union | 27% | 34% | 18% | 20% | 17% | 14% |
| TOTAL | 31% | 28% | 19% | 18% | 18% | 16% |

* Employees leaving Government of Nunavut.
** Calendar Year
*** Data was collected over a 15 month period (Dec. 31, 2003 – March 31, 2004) but adjusted to reflect a 12 month departure rate.
~ Data was collected for the 2004-05 fiscal year.
† Data was collected for the 2005-06 fiscal year.

## Erratum – Page 35

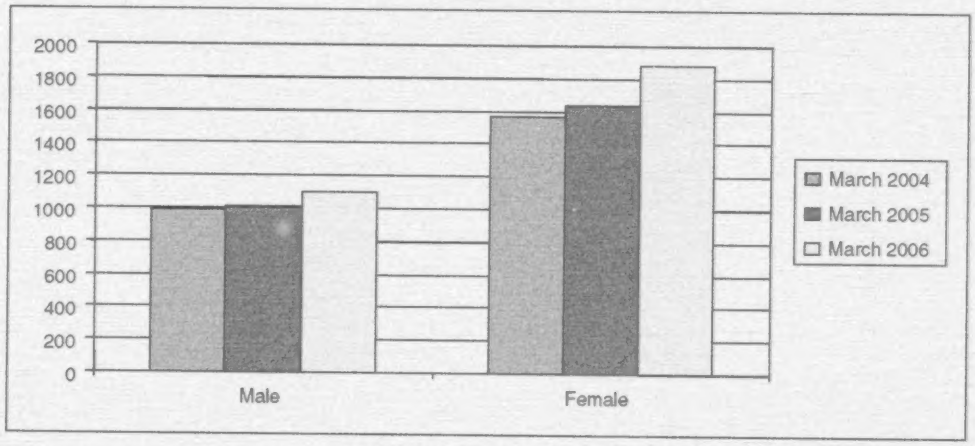
Inadvertently, the content of the second chart and the third chart on page 35 of the issued *2005-2006 Public Service Annual Report* were reversed and the chart depicting "Employees by Beneficiary Status and Gender" on page 35 did include March 2006 data.

Both charts have been corrected and are attached to this erratum.

## Beneficiary Employment by Occupational Group

| | March 2005 | | | March 2006 | | |
|---|---|---|---|---|---|---|
| | Total Positions Filled | Beneficiary Employees | % Beneficiaries | Total Positions Filled | Beneficiary Employees | % Beneficiaries |
| Executive | 35 | 16 | 46% | 35 | 17 | 49% |
| Senior Management | 125 | 27 | 22% | 125 | 30 | 24% |
| Middle Management | 348 | 77 | 22% | 364 | 78 | 21% |
| Professional | 910 | 214 | 24% | 961 | 229 | 24% |
| Paraprofessional | 806 | 491 | 61% | 884 | 582 | 66% |
| Administrative Support | 467 | 407 | 87% | 498 | 452 | 91% |
| TOTAL | 2691 | 1232 | 46% | 2867 | 1388 | 48% |

## Employees by Gender – March 2004 - March 2006




## Employees by Beneficiary Status and Gender – March 2004 - March 2006